

CA-PMM**Project Name:** Withhold at Source System Project**OCIO Project #:** 1730-186**Department:** Franchise Tax Board**Reporting Period:** From: To:**Team Member to Project
Manager****Current Task Summary**

Task or Deliverable	Scheduled Completion Date	Actual Completion Date	Issues?
Accomplished this week			
Planned/Scheduled Completion in Next Two Weeks			
Status Summary	Yes/No	Explanation	
Will all assigned tasks be accomplished by their due date?			
Are there any planned tasks that won't be completed?			
Are there problems which affect your ability to accomplish assigned tasks?			
Do you plan to take time off that is not currently scheduled?			

Status of Assigned Issues

Issue Number	Description	Due Date	Status
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Reporting Period: From: To:

Team Member to Project Manager

CA-PMM**Project Name:** Withhold at Source System Project**OCIO Project #:** 1730-186**Department:** Franchise Tax Board**Reporting Period:** From: 4/1/09 To: 6/30/09**Project Manager to Sponsor****Current Status Report**

Questions	Yes/No	Cause	Impact	Action Required
1. Were recent milestones completed on schedule?	No	Executive Order S-09-09	Architecture framework development delayed	Utilize state resources to work on framework development
2. Were any key milestones or deliverables rescheduled?	Yes	Executive Order S-09-09	Rescheduled Architecture framework development and the start of functional development	Utilize state resources to work on framework development
3. Was work done that was not planned?	Yes	Learning curve in using automatic tools and newer version of software	Learning curve for staff	Provided training
4. Were there any changes to scope?	No			
5. Were tasks added that were not originally estimated?	No			
6. Were any tasks or milestones removed?	No			
7. Were any scheduled tasks not started?	No			
8. Are there any new major issues?	Yes	Executive Order S-09-09	Loss of 7 contracting resources for development and test	Submitted justification for exemption
9. Are there any staffing problems?	Yes	Executive Order S-09-09	Loss of 7 contracting resources	Submitted justification for exemption

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Questions	Yes/No	Impact	Action Required
1. Will upcoming critical path milestones or deliverables be delayed?	Yes	Functional development will not progress as planned	Filed justification for exemption for contracting resources/ Utilize state resources/Identify alternative strategies
2. Do any key milestones or deliverables need to be rescheduled?	Yes	Remaining project tasks will be rescheduled	Filed justification for exemption for contracting resources/ Utilize state resources/Identify alternative strategies
3. Is there any unplanned work that needs to be done?	No		
4. Are there any expected or recommended changes to scope?	No		
5. Are there any tasks not originally estimated that will need to be added?	No		
6. Are there any tasks or milestones that should be removed from the plan?	No		
7. Are there any scheduled tasks whose start will likely be delayed?	Yes	Functional development will be delayed	Utilize state resources/ Look for additional development and test efficiencies/ Identify other alternative strategies
8. Are any major new issues foreseeable?	Yes	Proposed new legislation would impact schedule and resources	Monitor external proposed legislative changes
9. Are any staffing problems anticipated?	Yes	State budget delays will delay the start of new contracting resources;Furloughs	Utilize state resources/ Identify other alternative strategies

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Project Manager to Sponsor

Current Status and Accomplishments:

*Describe deliverables completed and milestones met during **this reporting period**.*

Finalized all project management required plans; Finalized the Conversion Plan; Finalized architecture design; Interface teams began development of their system requirements; Completed development templates; Began development of the Test Plan; Began development of Test Flow Diagrams (TFD)

- Due to the Executive Order, the project team lost 2 (develop/test) contractors, and couldn't proceed with the contracts for the additional 5 contractors.
- Filed justification (DGS) for exemption for contracting resources – expected response by July 2009
- Better understanding of the depth of the scope reveals a higher level of effort in development and test than planned, which extends the project schedule. The loss of 7 contracting resources - impacts the schedule significantly.
- Project Staff identifying alternative strategies – schedule impacts – to present to the Steering Committee

Project Milestones:

List key milestones and their dates from the project schedule.

Milestone	Target Date	Forecast Date	Status	Cause & Impact to Implementation Date	Date Completed
Please see attached Project Schedule					

Variances

Check the appropriate box for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance".

	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule		x		Utilize state resources/ Look for additional development and test efficiencies/Identify other alternative strategies
Milestones		x		the same above
Deliverables		x		the same above
Resources			x	Filed justification for exemption for contracting resources/ Utilize state resources/identify alternative strategies

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Project Manager to Sponsor

OneTime Cost	x			
Continuing Cost	x			

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Reporting Period: From: 4/1/09 To: 6/30/09

Sponsor to Executive Committee

Summary Milestones and Highlights

Project Milestones: <i>List key milestones and their dates from the project schedule. Explain in issues section if a milestone's status is behind.</i>					
Milestone	Target Date	Forecast Date	Status	If Delayed, Impact to Implementation Date	Date Completed
Please see attached Project Schedule					

Variances Check the appropriate box for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance". <i>* Priority of schedule, scope, budget, and quality from Final Ranking established in the Priority Analysis</i>				
	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule		x		Utilize state resources/ Look for additional development and test efficiencies/Identify other alternative strategies
Milestones		x		the same above
Deliverables		x		the same above
Resources			x	Filed justification for exemption for contracting resources/ Utilize state resources/identify alternative strategies
One Time Cost	x			
Continuing Cost	x			

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Monitoring Vital Signs Scorecard

Vital Sign	Variance	Value	Your Score	Score Justification
1. Customer Buy-In	High Degree of Buy-In	0	0 Green	Customer is fully supportive of project.
	Medium Degree of Buy-In	1		
	Low Degree of Buy-In	2		
2. Technology Viability	Strong Viability	0	0 Green	Technology environment remains viable.
	Medium Viability	1		
	Weak Viability	2		
3. Status of the Critical Path (delay)	<5%	0	2 Red	Loss of contractors and budget crisis will delay the critical path.
	5% to 10%	1		
	>10%	2		
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)	<5%	0	0 Green	State budget issues impacting the schedule and spending.
	5% to 10%	1		
	>10%	2		
5. High-Probability, High-Impact Risks	0 to 3	0	1 Yellow	Contract resources not available due to budget cuts.
	4 to 6	1		
	>6	2		
6. Unresolved Issues (on time resolution)	On time	0	1 Yellow	Lost contractors due to budget crisis.
	Late with no impact	1		
	Late impacting the critical path	2		
7. Sponsorship Commitment	Fully engaged	0	0 Green	Sponsor fully committed and receiving frequent updates on project status.
	Partially engaged	1		
	Inadequate engagement	2		
8. Strategy Alignment	Strong alignment	0	0 Green	Project objectives still meet a number of departmental strategic goals.
	Partial alignment	1		
	Weak or no alignment	2		
9. Value-to-Business	Strong	0	0 Green	Business value is strong based on current project scope.
	Medium	1		

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	Weak	2	5	current project scope.
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10. Vendor Viability (provide rationale for the rating in the field following the scorecard)	Strong	0	0	Green	Vendor provides strong management performance and has quickly replaced ineffective contractors.
	Medium	1			
	Weak	2			
11. Milestone Hit Rate (rate of achievement as planned)	>90% on time	0	1	Yellow	Outside of the resource constraints, the team has met project milestones.
	80-90% on time	1			
	<80% on time	2			
12. Deliverable Hit Rate (rate of production as planned)	>90% on time	0	1	Yellow	Outside of the resource constraints, the team has met project milestones.
	80-90% on time	1			
	<80% on time	2			
13. Actual vs. Planned Resources	>90% assigned and available	0	2	Red	Lost contractors due to budget crisis.
	80-90% assigned and available	1			
	<80% assigned and available	2			
14. Overtime Utilization (% of effort that is overtime)	<15%	0	0	Green	Overtime use has been minimal.
	15-25%	1			
	>25%	2			
15. Team Effectiveness	Highly Effective	0	0	Green	Team works collaboratively and no issues at this time.
	Moderately Effective	1			
	Ineffective	2			
Total			8	G	

Green = 0 - 8

Yellow = 9 - 19

Red = 20+

Vendor Viability Rating Rationale

Vendor provides strong management performance and has quickly replaced ineffective contractors.

Schedule Status -- include, at a minimum, the milestones and deliverables identified in the latest approved

Milestone and Deliverable	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Percent Complete
Finance Approval (external)	4/26/2007	5/11/2007	1/10/2008	12/31/2007	100%
Complete Information Technology Procurement Plan (ITPP) and obtain approval	11/1/2007	12/3/2007	1/31/2008	2/20/2008	100%
Project Start (DOF Approved 12/31/07)	1/10/2008	1/10/2008	1/10/2008	1/10/2008	100%
Prepare & Release Bid Document for IV&V Oversight Services	1/10/2008	2/1/2008	2/11/2008	5/19/2008	100%
Receive Vendor Proposals for Oversight Services	3/10/2008	6/3/2008	3/10/2008	6/3/2008	100%
Evaluate/Review Vendor Proposals	3/12/2008	6/4/2008	4/14/2008	6/18/2008	100%
Award Oversight Vendor Agreement	7/1/2008	7/1/2008	7/1/2008	10/15/2008	100%
Oversight Vendor Starts	7/15/2008	10/17/2008	7/15/2008	10/17/2008	100%
Research: Develop & Release Competitive Bid Solicitations for Technical Consultants	7/1/2008	10/1/2008	9/1/2008		55%
<i>Sr. Developer 1</i>	<i>7/1/2008</i>	<i>10/30/2008</i>	<i>9/1/2008</i>	<i>10/30/2008</i>	<i>100%</i>
<i>Developer 2</i>	<i>7/1/2008</i>	<i>12/23/2008</i>	<i>9/1/2008</i>	<i>12/23/2008</i>	<i>100%</i>
<i>Developer 3</i>	<i>7/1/2008</i>	<i>12/23/2008</i>	<i>9/1/2008</i>	<i>12/23/2008</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/23/2009</i>	<i>100%</i>
<i>Sr. Tester 1</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/28/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/28/2009</i>	<i>100%</i>
<i>2 Integration Testers 4-5</i>	<i>7/1/2008</i>		<i>9/1/2008</i>		
Software/Hardware Research: Develop & release competitive bid solicitation document for software license acquisitions	7/1/2008	9/1/2008	9/1/2008	10/30/2008	100%
Project Planning	7/1/2008	7/1/2008	9/30/2008	2/1/2009	100%
Receive Vendor Proposals for Technical Consultants	10/10/2008	11/21/2008	10/10/2008		80%
<i>Sr. Developer 1</i>	<i>10/10/2008</i>	<i>11/21/2008</i>	<i>10/10/2008</i>	<i>11/21/2008</i>	<i>100%</i>
<i>Developer 2</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>100%</i>
<i>Developer 3</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>Sr. Tester 1</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>2 Integration Testers 4-5</i>	<i>10/10/2008</i>		<i>10/10/2008</i>		
Receive Vendor Proposals for Software/Hardware Products	10/10/2008	10/14/2008	10/10/2008	10/14/2008	100%

Review Technical Consultants Bid Responses	10/13/2008	12/1/2008	11/14/2008		80%
<i>Sr. Developer 1</i>	10/13/2008	12/1/2008	11/14/2008	12/12/2008	100%
<i>Developer 2</i>	10/13/2008	1/13/2009	11/14/2008	1/23/2009	100%
<i>Developer 3</i>	10/13/2008	1/13/2009	11/14/2008	1/23/2009	100%
<i>Developer 4,5,6</i>	10/13/2008	5/6/2009	11/14/2008	5/20/2009	100%
<i>Sr. Tester 1</i>	10/13/2008	5/6/2009	11/14/2008	5/20/2009	100%
<i>System Testers 2-3</i>	10/13/2008	5/6/2009	11/14/2008	5/20/2009	100%
<i>2 Integration Testers 4-5</i>	10/13/2008		11/14/2008		
Review Bid Responses for Software/Hardware	10/13/2008	10/14/2008	11/7/2008	10/14/2008	100%
Award Technical Consultant Agreement	12/1/2008		12/1/2008		65%
<i>Sr. Developer 1</i>	12/1/2008	1/21/2009	12/1/2008	1/21/2009	100%
<i>Developer 2</i>	12/1/2008	2/17/2009	12/1/2008	2/17/2009	100%
<i>Developer 3</i>	12/1/2008	2/17/2009	12/1/2008	2/17/2009	100%
<i>Developer 4,5,6</i>	12/1/2008	5/27/2009	12/1/2008	5/27/2009	100%
<i>Sr. Tester</i>	12/1/2008	5/25/2009	12/1/2008	5/25/2009	100%
<i>System Testers 2-3</i>	12/1/2008		12/1/2008		
<i>2 Integration Testers 4-5</i>	12/1/2008		12/1/2008		
Award Procurement Software/Hardware Agreements	11/14/2008	10/30/2008	11/14/2008	10/30/2008	100%
Technical Consultant Starts	1/8/2009		1/8/2009		50%
<i>Sr. Developer 1</i>	1/8/2009	2/23/2009	1/8/2009	2/23/2009	100%
<i>Developer 2</i>	1/8/2009	3/9/2009	1/8/2009	3/9/2009	100%
<i>Developer 3</i>	1/8/2009	3/16/2009	1/8/2009	3/16/2009	100%
<i>Developer 4,5,6</i>	1/8/2009		1/8/2009		
<i>Sr. Tester</i>	1/8/2009	6/1/2009	1/8/2009	6/1/2009	100%
<i>System Testers 2-3</i>	1/8/2009		1/8/2009		
<i>2 Integration Testers 4-5</i>	1/8/2009		1/8/2009		
Receive Software	1/8/2009	1/8/2009	1/8/2009	1/8/2009	100%
Develop Business Requirements	8/1/2008	7/31/2008	12/31/2008	12/31/2008	100%
*Develop System Requirements	12/8/2008	7/31/2008	2/28/2009		88%
<i>Develop Core System Requirements</i>	8/1/2008	7/31/2008	2/28/2009		76%
<i>Develop Interface System Requirements</i>	12/8/2008	7/31/2008	2/28/2009		65%
Design System	3/1/2009	3/1/2009	5/31/2009		80%
Develop System	6/1/2009	3/19/2009	3/30/2010		10%
Test	10/1/2009		4/30/2010		
Conversion	2/1/2010		5/31/2010		
User System Acceptance Testing	5/1/2010		7/31/2010		

Training	6/1/2010		7/31/2010		
Implement into Operation	8/2/2010		8/2/2010		
Conduct Project Retrospective	9/1/2010		9/30/2010		
Prepare Post Implementation Evaluation Report (PIER)	8/1/2011		1/31/2012		